

Thomasville Police Department

Strategic Plan



***“Working together under a
common goal”***



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MESSAGE FROM THE CHIEF OF POLICE

The men and women of the Thomasville Police Department are dedicated to maintaining the best of professional police standards. We constantly are assessing and holding ourselves accountable for our actions. We consistently strive to provide high quality service to the community.

We are publishing our strategy plan, a roadmap that our department uses to guide our service delivery to our citizens. This focuses on our accomplishments, our needs, our strengths and our weaknesses and demonstrates our desire to be the best. This plan is a 'fluid document' which means we will be reviewing it to ensure that it represents our focus and our service delivery.

Our 26th President Theodore Roosevelt said,

"This country will not be a good place for any of us to live in unless we make it a good place for all of us to live in."

The same applies to Thomasville, when we ALL work together under a common goal, WE will have a good place for us to live.

Respectfully,

Jeffrey R. Insley

Jeffrey R. Insley
Chief of Police

THOMASVILLE POLICE DEPARTMENT MISSION AND VALUES

Back in 2009, the Leadership Team developed and published our own mission statement and set of values that would represent members of the Thomasville Police Department as a Law Enforcement Agency.

OUR MISSION STATEMENT

The Mission of the Thomasville Police Department is to deliver professional police services to the community in order to enhance quality of life while treating all persons with equality, dignity, and respect.

Our Values

Accountability – we are a department that does the right thing for the right reason and take responsibility for our actions and what we say.

Courage – we are a department that confronts uncertainty with physical courage and face shame and discouragement with moral courage.

Loyalty – we are a department that demonstrates faithfulness to the community and to our profession.

Integrity- we are a department that adheres to ethical principles.

Professionalism – we are a department that has a strong desire to do our job well while maintaining a positive attitude.

STRATEGIC PLANNING

Near the end of the year the department's leadership team spent time assessing and re-focusing our direction. We realized that we had undertaken an arduous task with our original 5-year plan. We set goals for ourselves that we were able to meet in a short period of time and some goals we weren't in a position to reach. So we decided to step back and to approach our updated strategic plan in a simple, common sense manner.

The leadership team has selected these simple, attainable strategic directions:

Bring down Part I crimes and motor vehicle crashes

Invest in our staff, and

Give good customer service.

These strategic directions are attainable by goals/objectives designed by the leadership team. The goals/objectives provide specific information on how we will achieve the strategic direction and sets measurable targets for the goal(s).

The leadership team completed a *S.W.O.T.*, (Strengths - Weaknesses - Opportunities - Threats) analysis which allowed us to identify both internal and external factors that could have an effect on us as an agency.

Once we reviewed the strengths, weaknesses, opportunities and threats, we used this information to develop a set of goals for the next two years. This plan is a fluid document. It will be reviewed and assessed annually in order for it to serve as a compass that will influence our budgetary and operational planning.

RECENT DEPARTMENTAL ACCOMPLISHMENTS

The following is a summary of some of the recent accomplishments that have had an impact on the department.

a.] Departmental re-organization

In July, 2012, the Thomasville police department went through reorganization intended to enhance our efficiency, our effectiveness and provide for enhanced development of our staff.

- Three (3) bureaus were created: field operations, support services and investigative services,
- A corporal was designated on each patrol team to provide closer supervision and provide development to future sergeants,
- The following units were created: crime analyst and professional standards to enhance our accountability to the community.

b.] Technological advances

- Laptops in our patrol vehicles have been updated with the new version of CAD/RMS software,
- We have researched the use of tablets with our specialty units, criminal investigation and special operations.
- Crime analysis software has been added which has allowed us to begin crime mapping, real time crime trends and track offenders assigned to probation and parole.
- Through a partnership with the Davidson County Clerk of Courts office we have established a Magistrates phone. This is a video link between TPD and the Magistrates office in Lexington.
- New crash reconstruction software which assists with the measuring and diagraming of crash and crime scenes.

c.] Introduction of a staff wellness program

- Three new rooms have been created, a weight room, a cardio room and a fitness room. The weight room has free weights for muscle building and toning. The cardio room has two (2) treadmills and an elliptical machine. The fitness room has mats, weight bands and instructional dvds.
- Currently we are looking to design the next component, which will include lunch and learns and other activities that promote a healthy lifestyle.

d.] Traffic Safety services

- We have trained and certified crash reconstruction investigators.
- Crash reconstruction software has been added which allows for complete, accurate comprehensive crash investigations.
- The Bike Safe program has been implemented. This program assess a motorcycle operator's driving habits and provides corrective actions if needed.

S.W.O.T. ANALYSIS SUMMARY

Strengths - Weaknesses - Opportunities - Threats

Current Strengths of the Thomasville Police Department

- Accountability of officers/staff to the community
- Enhanced training and equipment
- Community and professional partnerships
- Case clearance rates higher than state average

Current Weaknesses of the Thomasville Police Department

- Current facility
- Staff demographics doesn't reflect the demographics of our community
- High/increasing property crime rate
- Manpower

Opportunities for the Thomasville Police Department

- Implementation of new technology
- Wellness program
- Education and staff development opportunities

Known/Anticipated Threats to the Thomasville Police Department

- Need for additional sworn and civilian staff
- Replacement plan for outdated and newly purchased technology and equipment
- Establishment of a diverse work force
- Community engagement/involvement
- Decreased availability of grant funds

DEPARTMENT GOALS FOR 2012 – 2014

GOAL 1 – IMPLEMENT A PROPERTY CRIME REDUCTION INITIATIVE

Strategy 1.1 - Implement statistical review and a crime analysis component

We will review property crime data, i.e. incident reports, arrests, probation and parole databases to incorporate in our problem-solving efforts to address this community issue. By integrating a crime analysis component we will be able to provide real time data for problem-solving efforts as well as serve as a measure of our effectiveness.

Strategy 1.2 – Develop a loss prevention alliance

We want to create a city-wide loss prevention alliance with retail businesses; i.e. to gather intelligence and create a sharing network between retail businesses and police and increase retail community contacts.

Strategy 1.3 – Implement pro-active, problem-solving enforcement efforts of property crimes

We will continue our problem-solving efforts which have led to a reduction in property crimes in some of our reporting areas. We will be following the DDACT model and incorporate each of the three bureaus.

Strategy 1.4 – Develop an in-house method of data sharing (i.e. crime maps, crime trends and intelligence) and communication within the three bureaus.

We will work to design and implement a dashboard model of data sharing using the new OSSI crime analysis plus software.

We will measure our achievement(s) by:

- Reviewing reports generated by our crime analysis to track upward and downward trends
- Reviewing crime analysis reports to duplicate proactive approaches that work and enter into a maintenance phase
- Development of the loss prevention alliance and the information sharing between the retail community and police
- Design a dashboard model to share crime intelligence

GOAL 2 – IMPLEMENT A TRAFFIC CRASH REDUCTION STRATEGY

Strategy 2.1 – Enhance the Traffic Safety Unit’s use of DDACTs to address problem crash areas within the districts.

The TSU supervisor and the crime analysis will conduct monthly reviews of crashes to identify high crash areas. Then in conjunction with supervisors from Field Operations, develop and implement a proactive enforcement program.

Strategy 2.2 – Develop a comprehensive traffic safety program

Again using the DDACT model, we will develop a comprehensive traffic safety program which focuses not just on enforcement but education and a partnership with the state’s Department of Transportation to improve traffic flows.

We will measure our achievement(s) by:

- Reviewing reports generated by our crime analysis to track crashes at high crash intersections
 - Review monthly enforcement data
 - Formulate a comprehensive traffic safety
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GOAL 3 – PREPARE MID-MANAGEMENT AND DEPARTMENTAL STAFF FOR CHANGES IN POLICING PROCEDURES AND FOR THE TRANSITION OF SENIOR STAFF.

Strategy 3.1 – Form a training committee to review and recommend training courses

We will form a training committee of sworn and civilian staff to review our field training program, training requirements for promotion and training for staff development. We will assess our career development program to see if it’s providing positive outcomes for our staff.

Strategy 3.2 – Institute a quarterly performance appraisal tool to evaluate staff.

Part of preparing staff is to keep staff informed on how well they are performing. We will be providing staff with clear expectations and then evaluate how well they are performing. For those who aren’t performing well we will design an action plan to give them an opportunity to improve their performance.

Strategy 3.3 – Develop a training calendar; i.e. in-service, mandated, identified needs training

We will schedule training opportunities for sworn and non-sworn staff to provide developmental opportunities and to keep them up-to-date on new trends or equipment.

We will measure our achievement(s) by:

- Minutes from the training committee meetings
 - Annual review of training hours completed by staff
 - Review quarterly performance appraisals of all staff.
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GOAL 4 – ENHANCE COMMUNITY TRUST, INTERACTION AND ACCOUNTABILITY

Strategy 4.1 – Provide competent Professional Standards (internal affairs and commendations)

We will continue to fully investigate complaints filed regarding staff actions. We will ensure that the information is shared to file complaints and commendations on departmental staff. We will publish with our annual report, a summary of the complaints filed against members of the department.

Strategy 4.2 – Enhance our use of Social Media

We will revamp our website to incorporate social media, Twitter and/or other methods to keep the public informed of departmental operations, crime data, traffic related problems, upcoming meetings, etc.

Strategy 4.3 – Pursue Accreditation from CALEA

We will rewrite policy to ensure compliance with CALEA standards and update on an annual basis. We will also update departmental protocol and procedures to ensure they are in line with current law.

Strategy 4.4 – Community satisfaction surveys

We will go out to solicit community feedback regarding the services they are receiving from us. This information will be instrumental in our assessment of our service delivery.

Strategy 4.4 – Staff involvement in the community

We will encourage staff to participate in the various community organizations; i.e. Communities in Schools, Lions and Rotary Clubs, Young Marines, Thomasville City Schools, as well as neighborhood watch groups, church and youth based organizations.

We will measure our achievement(s) by:

- Our annual report of complaints filed against staff and the findings
- The number of commendations filed for staff
- The result achieved from projects conducted by our various partnerships
- Feedback that we receive from our community surveys
- Feedback from our various neighborhood watch groups currently administered by the Department

Goal	Strategy	Assigned To	Timeline
IMPLEMENT A PROPERTY CRIME REDUCTION INITIATIVE	Implement statistical review and a crime analysis component	Crime Analyst/ Commanders	Ongoing
	Develop a loss prevention alliance	Commanders/ Supervisors	Feb, 2013
	Implement pro-active, problem-solving enforcement efforts of property crimes	Supervisors	On-going
	Develop an in-house method of data sharing (i.e. crime maps, crime trends and intelligence) and communication within the three bureaus.	Crime Analyst/ Chief	March, 2013
IMPLEMENT A TRAFFIC CRASH REDUCTION STRATEGY	Enhance the Traffic Safety Unit's use of DDACTs to address problem crash areas within the districts.	Traffic Services	On-going
	Develop a comprehensive traffic safety Program	Traffic Services/ Chief	June, 2013
PREPARE MID-MANAGEMENT AND DEPARTMENTAL STAFF FOR CHANGES IN POLICING PROCEDURES AND FOR THE TRANSITION OF SENIOR STAFF.	Form a training committee to review and recommend training courses	Training Sergeant	Feb, 2013

	Institute a quarterly performance appraisal tool to evaluate staff.	Command Staff	Dec, 2012
	Develop a training calendar; i.e. in-service, mandated, identified needs training.	Training Sergeant/ Command Staff	Jan, 2013
ENHANCE COMMUNITY TRUST, INTERACTION AND ACCOUNTABILITY	Provide competent Professional Standards (internal affairs and commendations)	Professional Standards Lieutenant / Chief	On-going
	Enhance our use of Social Media	Administrative Assistant/ IT manager	On-going
	Pursue Accreditation from CALEA	Chief	On-going
	Community satisfaction surveys	Command Staff	June, 2013
	Staff involvement in the community	Departmental Staff	On-going